State of Washington
Human Resource
Management Report

Plan & Align Workforce

Hire Workforce

Deploy Workforce

Reinforce Performance

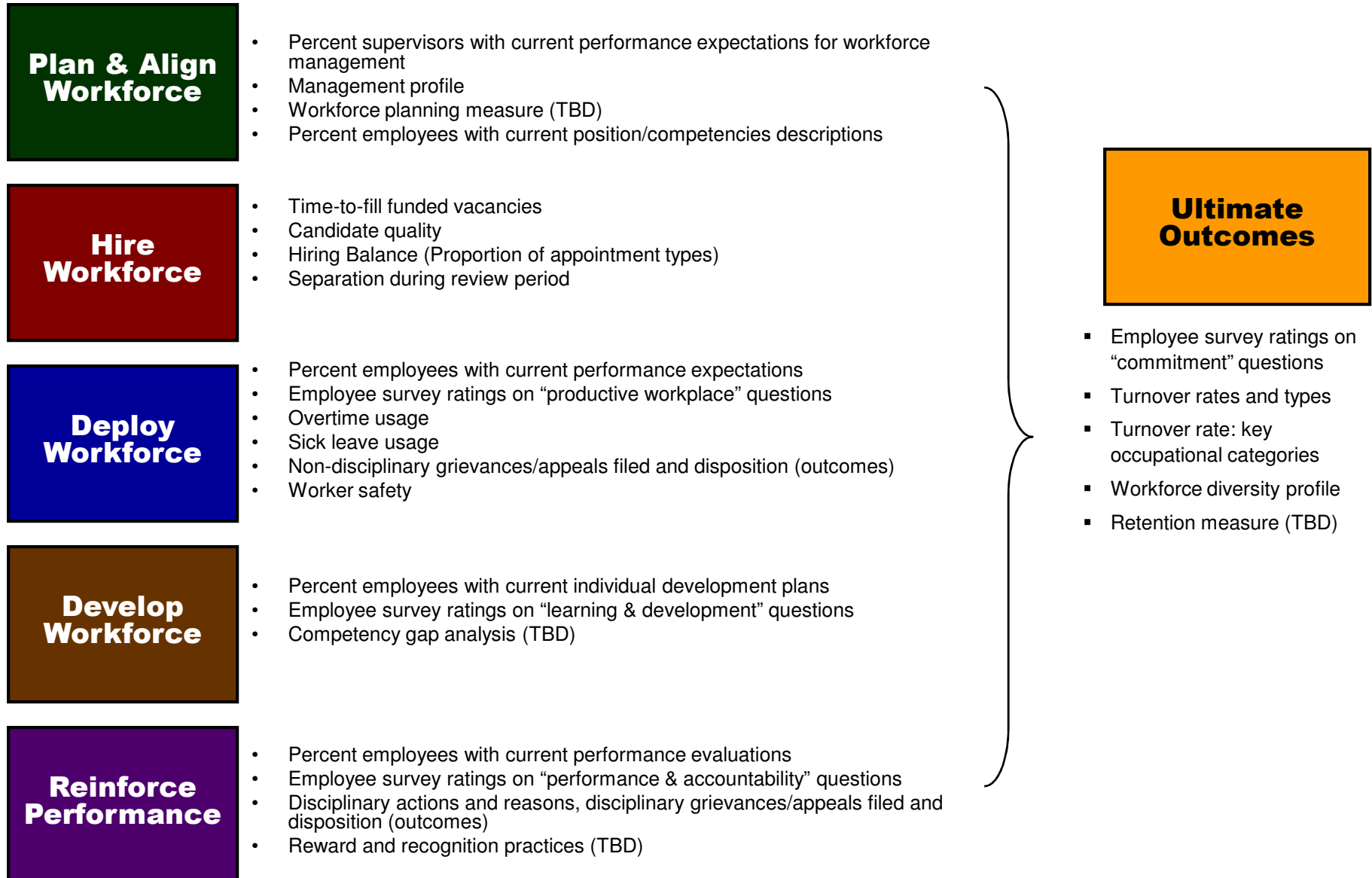Develop Workforce
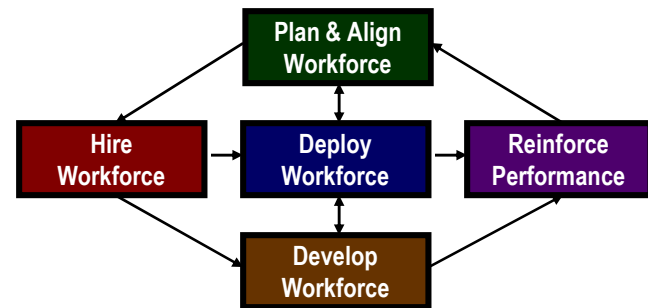
WASHINGTON STATE PATROL

October 2008

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes	
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	**Ultimate Outcomes** **Employees are committed to the work they do & the goals of the organization** **Productive, successful employees are retained** **State has workforce depth & breadth needed for present and future success**
Deploy Workforce	Work assignments & requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement	**Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.**
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

Standard Performance Measures

Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on "performance & accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

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Plan & Align Workforce

Workforce Management Expectations

Agency Priority: **Low**

Percent supervisors with current performance expectations for workforce management = 100%

Based on **323** of **323** reported number of supervisors

Total workforce of 2170 (general service-1086; commissioned-1084)

Analysis:
Managers/supervisors continue to understand what is required in order to fulfill expected workforce management accountabilities.

Supervisors and managers are continually reminded of expectations by way of the agency and division/district specific strategic plans, SAF (strategic advancement forum), ongoing and continuous feedback, agency "daily bulletin" announcements, the agency's "annual checklist", a comprehensive 3-week leadership training course and by way of other agency correspondence.

Action Steps:
Ongoing communication of expectations ensures all current and new supervisors/managers are made aware of expectations.

Continual communication of directives agency-wide to all employees.

Ensure agency leadership training is offered and acquired by all current and new supervisors and above.

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Data as of: **June 2008**
Source: **Agency Tracked**

Plan & Align Workforce

Management Profile

Agency Priority: Low

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

WMS Employees Headcount = 62

Percent of agency workforce that is WMS =5.5%

Managers* Headcount = *122

Percent of agency workforce that is Managers* = 10.5%

•In positions coded as "Manager" (*Commissioned, WMS, and GS)

*Commissioned personnel coded as "manager" = 60

Washington Management Service Headcount Trend

Data Time Period: **07/2007** through **06/2008**
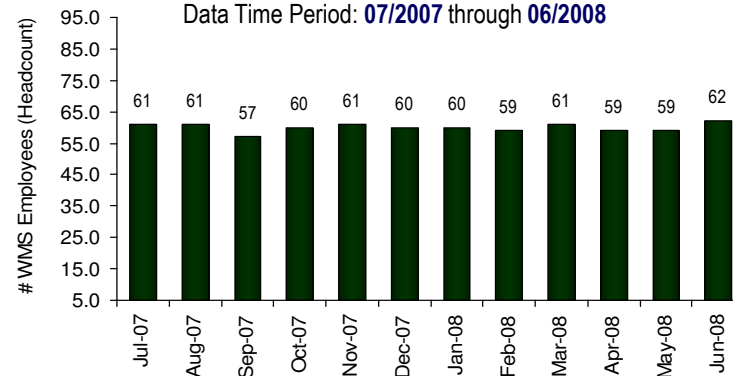
WMS Management Type

Management	**26**
Consultant	**28**
Policy	**8**
Not Assigned	**0**

Management 42%
Consultant 45%
Policy 13%
Not assigned 0%
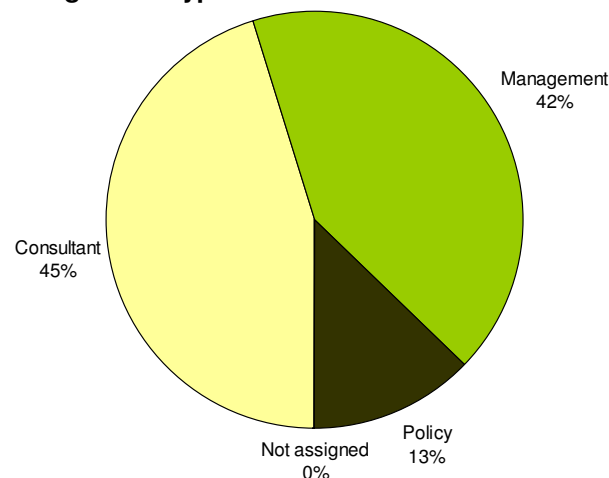
Data as of: **June 2008**
Source: **BI**

Analysis:

June 2007, DOP notified agency directors of a decision to monitor WMS hiring as of the date agency counts were taken, July 1, 2007. This action was prompted by the Governor's initiative to achieve 1,000 mid-management reductions for the 2005-07 biennium.

The WSP ended the last biennium with a total of 28 mid-management position cuts, 12.6 in excess of the agency's target of 15.4. Approximately 12 positions were removed from WMS to general service classifications during that time.

Action Steps:

The agency will continue to monitor WMS positions ongoing to determine if each position, vacant and filled, is still appropriately allocated within WMS.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Current Position/Competency Descriptions

Agency Priority: **Medium**

> **Percent employees with current position/competency descriptions = 76%***
>
> *Based on **827** of **1086** reported employee count
> Applies to employees in permanent positions, both WMS & GS

Analysis:
There has been an increase this reporting period of the submittal of updated PDFs. The agency continues to work with supervisors on the importance of updating position descriptions in a timely manner.

Supervisors have been informed of the need to update PDFs to include safety competencies no later than January 2009.

Action Steps:
PDFs are tracked during the agency's SAF (strategic advancement forum).

Supervisors will continue to receive reminders regarding the need to submit an updated PDF by way of evaluation reminders, when a position becomes vacant, as the job analysis record (JAR) is completed, and when any changes to the position's status occurs.

Target:
Completion of 100%.

Data as of: **June 2008**
Source: **Agency Tracked**

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill / Candidate Quality

Agency Priority: **Medium**

Time-to-fill Funded Vacancies

Average number of days to fill*:   **71**

Number of vacancies filled: **246**

*Equals # of days from creation of the requisition to job offer acceptance

Agency Priority: **Medium**

Analysis:
Not all supervisors report on candidate quality when asked to respond. This skews the numbers reported.

Candidate quality information is not included in this slide since not all hiring supervisors/managers elected to complete the questionnaire. The numbers being reported are based on the total number of interviews completed during the reporting period.

Action Steps:
Work with hiring supervisors to submit agency designed questionnaire via survey monkey with hiring paperwork.

The agency will continue to work with hiring authorities to complete and submit questionnaire with hiring paperwork to increase probability for completion.

Track "time to fill" by way of agency monthly SAF (strategic advancement forum).

Target:
Decrease the median days to fill a position to 50 days or less.

Data Time Period: **July 2007** through **June 2008**
Source: **Agency Tracked**

Hiring Balance / Separations During Review Period

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Agency Priority: **Low**

Types of Appointments

- Promotions 26%
- Transfers 15%
- Exempt 20%
- Other 2%
- New Hires 37%
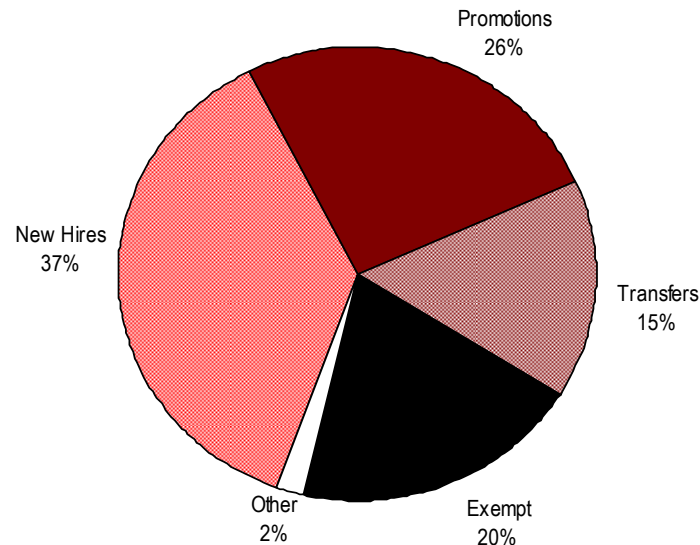
Total number of appointments = 336
Includes appointments to permanent vacant positions only; excludes reassignments
"Other" = Demotions, re-employment, reversion & RIF appointments

Agency Priority: **Low**

Separation During Review Period

Probationary separations - Voluntary	11
Probationary separations - Involuntary	3
Total Probationary Separations	14
Trial Service separations - Voluntary	7
Trial Service separations - Involuntary	0
Total Trial Service Separations	7
Total Separations During Review Period	**21**

Data Time Period: **July 2007** through **June 2008**
Source: **BI**

Analysis:

Data reflected under separation, voluntary and involuntary, during review period represents a termination as a result of one or more of the following: death, disability, FMLA Newborn Care, moving from vicinity, resignation due to illness, dismissal, non-disciplinary separation, or other.

Actions represented under Types of Appointments, more than doubled from the last report in October 2007. The increase is due to the number of appointment changes within the agency workforce such as in-training appointments, acting and exempt appointment changes, etc., and 124 new hire actions during the reporting period.

Action:

Continue to communicate and offer exit interviews, both informal and formal, to employees leaving the agency or moving within the agency.

Continue to educate supervisors on areas where there are common themes. Assess reasons employees promote outside versus inside the agency, and determine if lack of qualifications is the issue.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Current Performance Expectations

Agency Priority: **Medium**

Percent employees with current Annual performance expectations = 79%* **(Parts 1 – 3)**

*Based on **658** of **832** reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:
There is an increase in the number reported this period. The agency tracks this portion of the PDP manually by way of an agency tracking system.

The information reported on this slide and contained in the agency's tracking system is entered at the division level. This portion of the PDP is maintained at the division level until such time when the evaluation is completed at the end of the reporting period. Since the information represented reflects what was entered in the tracking system, the actual number may be much higher since divisions do not always enter the data timely.

Action Steps:
Continue to educate supervisors on PDP process to ensure expectations are established in advance of the evaluation period.

Continue to emphasize the importance of entering data in the agency's automated system timely, to assist as a tracking tool for GMAP and SAF reporting, etc.

Target:
Completion of 100%.

Data as of: **June 2008**
Source: **Agency Tracked**

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

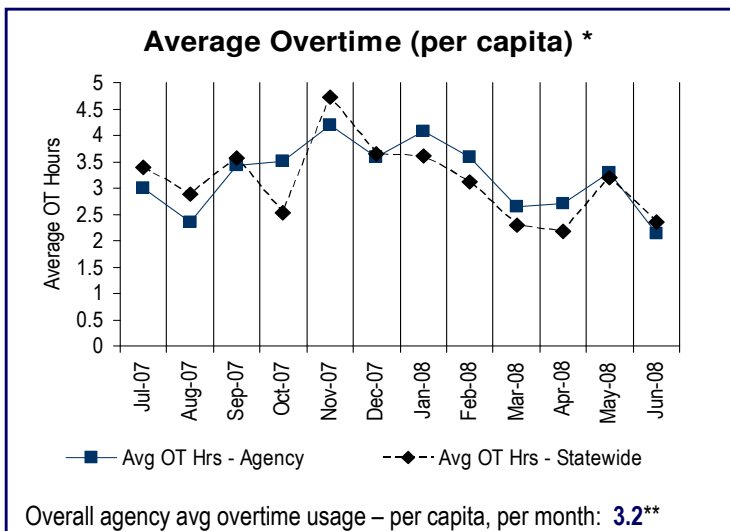**Employee survey ratings on "productive workplace" questions**

Overtime usage

Sick leave usage

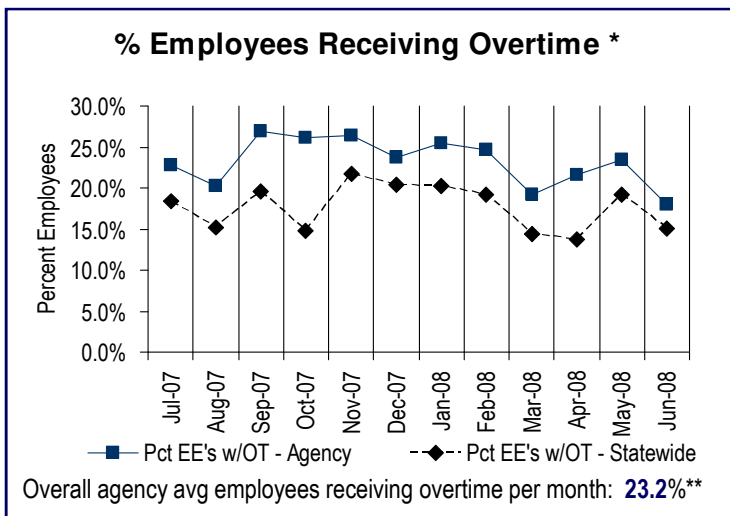Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Employee Survey "Productive Workplace" Ratings

Agency Priority: **Low**

Q4. I know what is expected of me at work.

2% | 10% | 42% | 45% | 1%
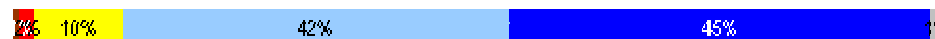
Avg
4.3

Q1. I have the opportunity to give input on decisions affecting my work.

4% | 12% | 26% | 35% | 22% | 1%
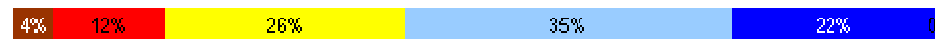
3.6

Q2. I receive the information I need to do my job effectively.

2% 6% | 22% | 51% | 19% | 1%
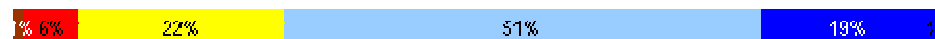
3.8

Q6. I have the tools and resources I need to do my job effectively.

2% | 10% | 20% | 46% | 21% | 1%
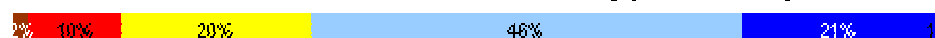
3.8

Q7. My supervisor treats me with dignity and respect.

3% 5% | 10% | 25% | 56% | 1%

4.3

Q13. My agency consistently demonstrates support for a diverse workforce.
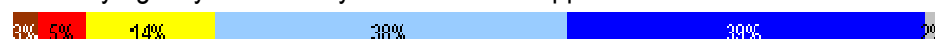
3% 5% | 14% | 38% | 39% | 2%

4.1

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

4% | 12% | 23% | 30% | 30% | 1%

3.7

Q9. I receive recognition for a job well done.

8% | 18% | 25% | 25% | 23% | 1%

3.4

Legend:
- Never/Almost Never
- Seldom
- Occasionally
- Usually
- Always/Almost Always
- No Response

Overall average score for "Productive Workplace" ratings:	3.9

Analysis:
The overall average mirrors the average reflected in the October 2007 report.

Action:
All commissioned and civil service supervisors and above will receive a 3-week leadership course.

Data as of: **June 2008**
Source: **DOP**

Overtime Usage – Civil Service

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

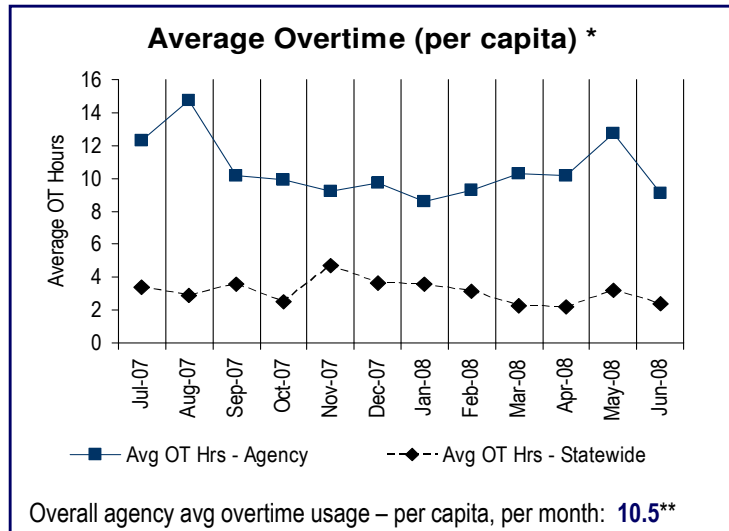Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

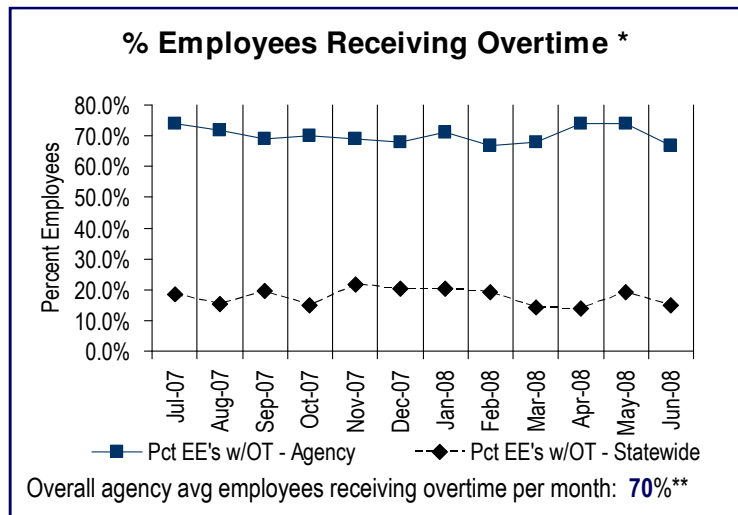Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Agency Priority: **High**

Average Overtime (per capita) *

Legend: Avg OT Hrs - Agency | Avg OT Hrs - Statewide

Overall agency avg overtime usage – per capita, per month: **3.2****

*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

Overtime Cost - WSP

Month	Cost
Jun-08	80,286
May-08	119,752
Apr-08	98,496
Mar-08	100,415
Feb-08	136,302
Jan-08	139,055
Dec-07	128,516
Nov-07	149,542
Oct-07	117,348
Sep-07	131,218
Aug-07	79,780
Jul-07	110,516

% Employees Receiving Overtime *

Legend: Pct EE's w/OT - Agency | Pct EE's w/OT - Statewide

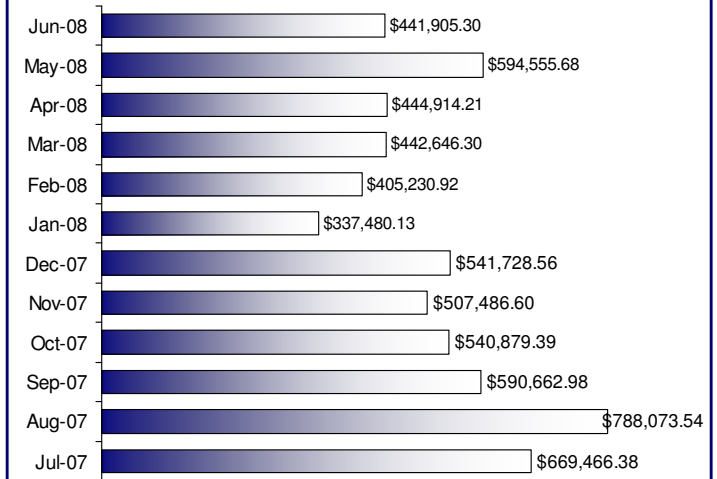Overall agency avg employees receiving overtime per month: **23.2**%**

*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Data Time Period: **July 2007** through **June 2008**
Source: **BI**
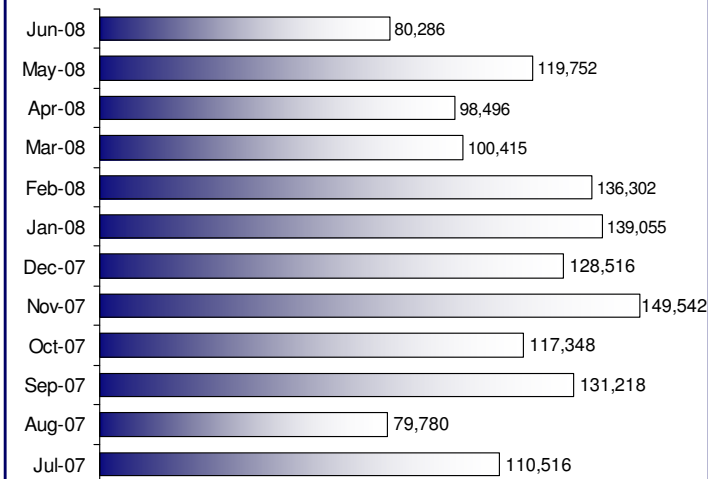
Analysis:
Overtime for general service WSP staff similar to the statewide trend over time.

WSP overtime is not significantly higher than the statewide average.

Action Steps:
Review and analyze overtime data broken down by divisions and bureaus.

Determine reasons for overtime such as vacancies, backlogs, fire season occurrences, etc.

Target:
Verify overtime stays within budgeted levels.

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Deploy Workforce

Overtime Usage – Commissioned and Trooper Cadet

Agency Priority: **High**

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Average Overtime (per capita) *

Legend: ■ Avg OT Hrs - Agency ◆ Avg OT Hrs - Statewide

Overall agency avg overtime usage – per capita, per month: **10.5****

*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

Overtime Cost - WSP

Month	Cost
Jun-08	$441,905.30
May-08	$594,555.68
Apr-08	$444,914.21
Mar-08	$442,646.30
Feb-08	$405,230.92
Jan-08	$337,480.13
Dec-07	$541,728.56
Nov-07	$507,486.60
Oct-07	$540,879.39
Sep-07	$590,662.98
Aug-07	$788,073.54
Jul-07	$669,466.38

% Employees Receiving Overtime *

Legend: ■ Pct EE's w/OT - Agency ◆ Pct EE's w/OT - Statewide

Overall agency avg employees receiving overtime per month: **70%****

*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Analysis:

Billable overtime is viewed as a positive in that it generates revenue and supports the agency's public safety mission.

OT is higher in Summer months due to billable contracts. There is a spike in certain months due to the traffic safety campaigns, DOT construction, etc.

Trooper Cadet overtime contributes to the spike in the months with holidays due to the requirement to work holidays. TCs are not eligible for holiday credits as are commissioned personnel, therefore, they are compensated OT pay. OT data for commissioned personnel includes Trooper through Lieutenant; Captains are not eligible.

Action Steps:

Review and analyze OT data by division and bureau.

Report overtime data for command level oversight.

Continue recruitment and hiring process for new troopers to accomplish public safety mission versus OT.

Data Time Period: **July 2007** through **June 2008**
Source: **BI**

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions
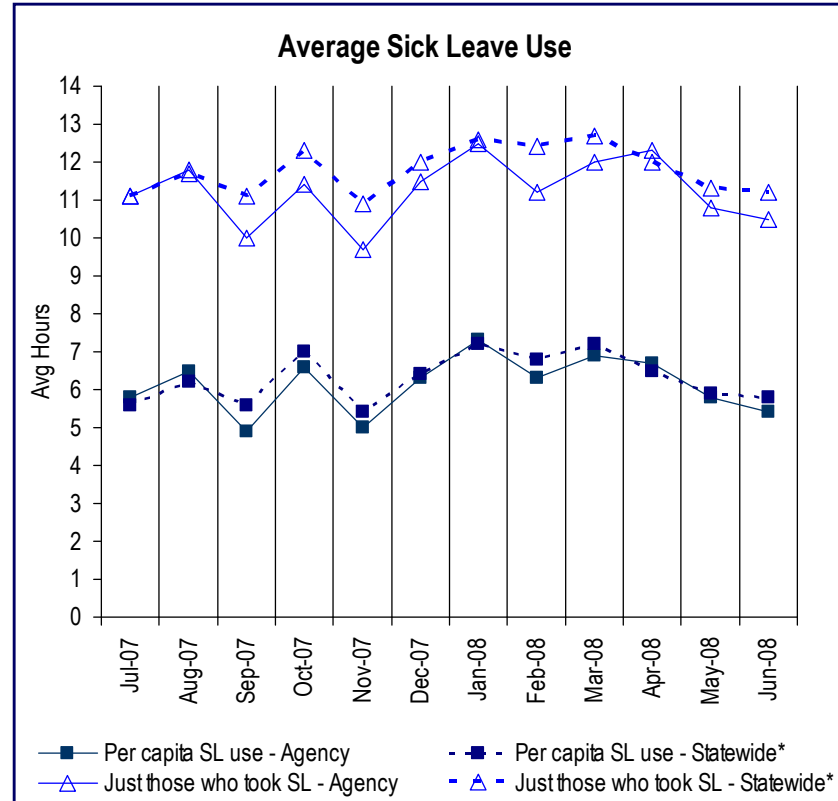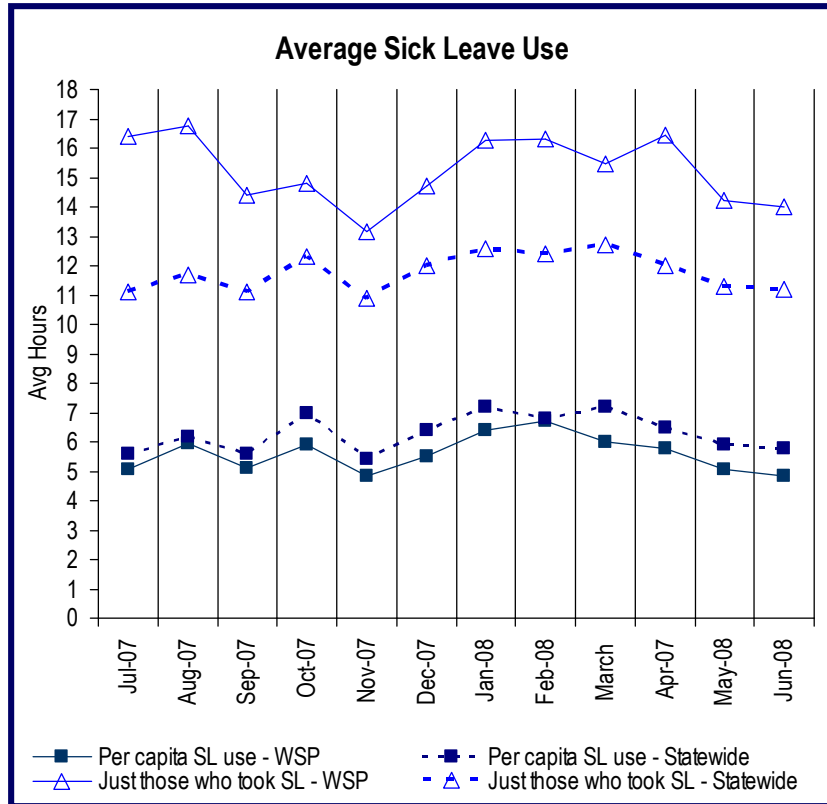
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage - Civil Service Employees

Agency Priority: **High**

Analysis:
WSP sick leave for the period was consistent with statewide average.

Action Steps:
Provide managers access to SL data from internal systems.

If warranted, require managers to analyze data to determine and take action on employees with unusual or excessive leave patterns.

Assist supervisors on managing SL abuse.

Emphasize the value of safety and wellness.

Target:
Reduce non-scheduled SL agency-wide by increased awareness and accountabilities.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) – Statewide*	% of SL Hrs Earned (per capita) – Statewide*
6.1 Hrs	**78.3%**	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) – Statewide*	% SL Hrs Earned (those who took SL) – Statewide*
11.2 Hrs	**140.3%**	11.8 Hrs	147.3%

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: **July 2007** through **June 2008**
Source: **DOP**

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions
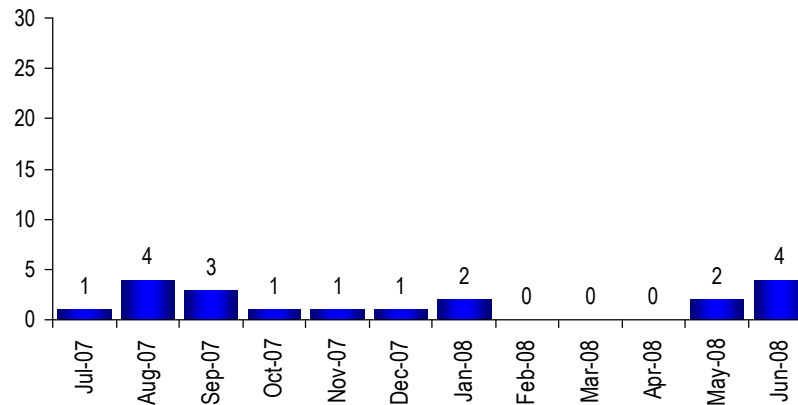
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Agency Priority: **High**

Average Sick Leave Use

Legend:
- Per capita SL use - WSP
- Per capita SL use - Statewide
- Just those who took SL - WSP
- Just those who took SL - Statewide

Analysis:
  Sick leave use in general is lower than the statewide average. Commissioned personnel used SL at a slightly higher rate than general service employees.

Action Steps:
  Provide managers access to SL data from internal systems.

  If warranted, require managers to analyze data to determine and take action on employees with unusual or excessive leave patterns.

  Assist supervisors on managing SL abuse.

  Emphasize the value of safety and wellness.

Target:
  Reduce the number non-scheduled SL agency-wide by increased awareness and accountabilities.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - WSP	% of SL Hrs Earned (per capita) - WSP	Avg Hrs SL Used (per capita) – Statewide*	% of SL Hrs Earned (per capita) – Statewide*
5.60 Hrs	70%	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - WSP	% SL Hrs Earned (those who took SL) - WSP	Avg Hrs SL Used (those who took SL) – Statewide*	% SL Hrs Earned (those who took SL) – Statewide*
15.3 Hrs	191%	11.8 Hrs	147.3%

Sick Leave time period: **July 2007** through **June 2008**
Source: **Agency Tracked**

* Statewide data does not include DOL, DOR, L&I, and LCB

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Deploy Workforce

Non-Disciplinary Grievances (represented employees)

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Agency Priority: **Low**

Number of Non-Disciplinary Grievances Filed

Month	Value
Jul-07	1
Aug-07	4
Sep-07	3
Oct-07	1
Nov-07	1
Dec-07	1
Jan-08	2
Feb-08	0
Mar-08	0
Apr-08	0
May-08	2
Jun-08	4

Total Non-Disciplinary Grievances = 19

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*
(Outcomes determined during time period listed below)

- **8 – settled, denied, or withdrawn at lowest level.**
- **7 – settled at agency head level**
- **2 – settled at pre-arbitration**
- **2 – filed to arbitration**

Top 5 Non-Disciplinary Grievance Types
(i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. **Hiring**	1
2. **Management Rights**	7
3. **Non-Discipline**	2
4. **Pay**	5
5. **Other**	4

Analysis:

The agency continues to experience pay issues due to overpayments (system/employee errors) and questioning the intent of geographic pay.

Seeing a rise in grievances over language used in performance documentation.

Action Steps:

Ensure supervisors discuss performance issues with employees prior to documenting in PDPs per CBAs.

Encourage and ensure open communication between managers and employees.

Ensure managers and supervisors attend agency sponsored leadership training to learn defusing techniques to handle issues before they escalate.

Data Time Period: **July 2007** through **June 2008**
Source: **Agency Tracked, DOP**

Non-Disciplinary Appeals (mostly non-represented employees)

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Agency Priority: **Low**

Filings for DOP Director's Review

2   Job classification

0   Rule violation

0   Name removal from register

0   Rejection of job application

0   Remedial action

2   Total filings

Filings with Personnel Resources Board

0   Job classification

0   Other exceptions to Director Review

0   Layoff

0   Disability separation

0   Non-disciplinary separation

0   Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.
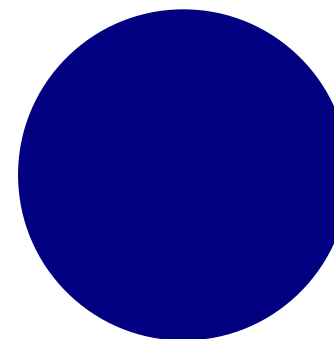
Director's Review Outcomes
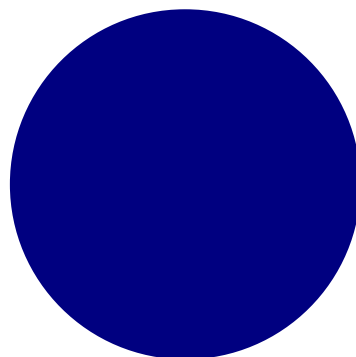
Total outcomes = **N/A**

Data Time Period: **July 2007** through **June 2008**
Source: **Agency Tracked, DOP**l

Personnel Resources Board Outcomes

Total outcomes = **N/A**

Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on 'productive workplace' questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Worker Safety: Washington State Patrol

Analysis:

Developed New Employee/Transfer Safety Orientation checklist. Supervisors are required to go over safety policies, procedures, and current practices with every new employee.

First annual Safety Teams Training Day, scheduled October 16, 2008, will include topics of discussion covering:

- o Accident Investigation
- o Team Building
- o Review the Safety & Wellness Manual
- o Worksite Audits/Safety Inspections

Action Plan:

Continual contact with Districts and Divisions for ongoing site visits.

Introduce injury log to teams.

Update Injury Report form to make it more user-friendly. Also developing examples of filled out injury reports to give employees a better understanding of what we expect.

Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

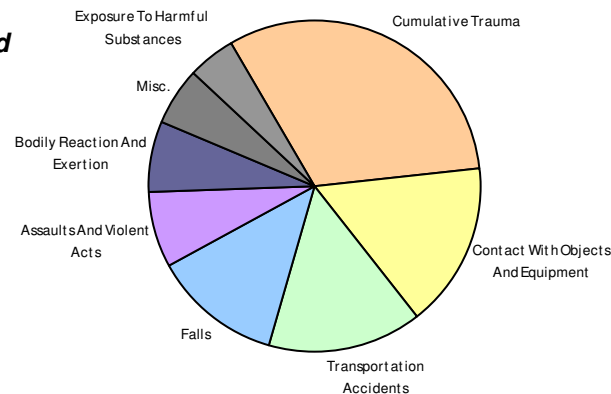200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE

— ●— claims rate
— ■— compensable claims rate
······· projected claims rate
······· projected compensable claims rate
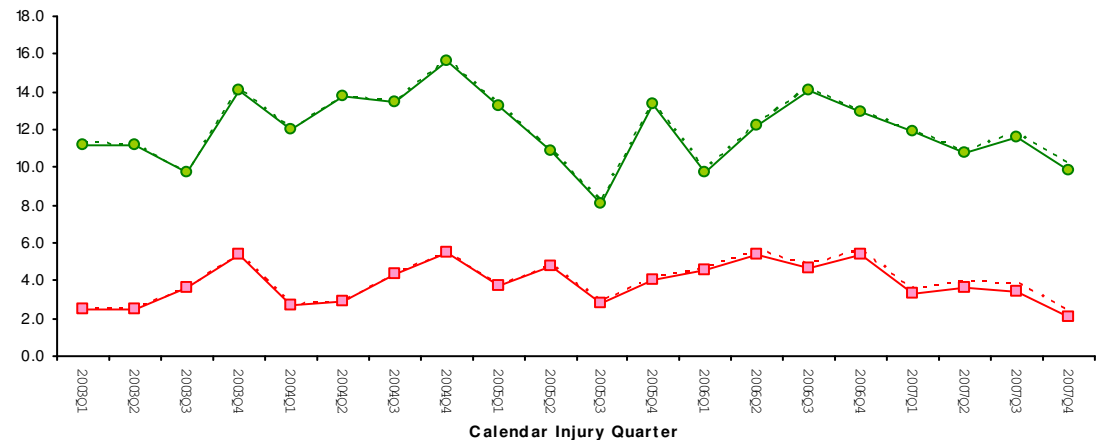
All rates as of 06-30-2008

Accepted Claims by *Occupational Injury and Illness Classification System* (OIICS) Event:

Calendar Year-Quarter
2003Q1 through 2007Q4

Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	329
9	Other Events Or Exposures	56
0	Contact With Objects And Equipment	2

Source: Labor & Industries, Research and Data Services (data as of 06/30/2008)

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Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: **Medium**

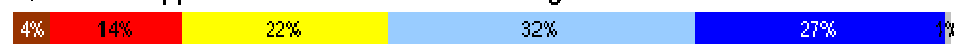> **Percent employees with current Annual individual development plans = 79%* (Parts 1-3)**
>
> *Based on **658** of **832** reported employee count
> Applies to employees in permanent positions, both WMS & GS

Employee Survey "Learning & Development" Ratings

Agency Priority: **Low**

Employee Survey "Learning & Development" Ratings

Avg

Q5. I have opportunities at work to learn and grow.

| 4% | 14% | 22% | 32% | 27% | 1% |

3.6

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 4% | 12% | 23% | 30% | 30% | 1% |

3.7

- ■ Never/Almost Never
- ■ Seldom
- ■ Occasionally
- ■ Usually
- ■ Always/Almost Always
- ■ No Response

Overall average score for "Learning & Development" ratings:	3.7

Analysis:
   The overall average is slightly lower than the average reflected in the October 2007 report.

Action:
   The agency continues to provide supervisors with tools and an awareness of the importance in giving and receiving ongoing performance feedback with subordinates.

Data as of: **June 2008**
Source: **Agency Tracked, DOP**

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Reinforce Performance

Current Performance Evaluations

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Agency Priority: **Low**

Civil Service

Percent employees with current Annual performance evaluations = 98%*

*Based on **812** of **832** reported employee count
Applies to employees in permanent positions, both WMS & GS

Agency Priority: **Low**

Commissioned

Percent employees with completed Annual performance appraisals as of June 2008 = 99%*

*Based on **905** of **912** reported employee count with current semi-annual job appraisals.

Analysis:
The data represented under General Service reflects the number of completed performance evaluation (Parts 1 through 5) which were reported during this reporting period. The information was retrieved from the agency's tracking system.

For Commissioned, semi-annual job performance appraisals (JPAs) are completed on commissioned personnel (Troopers, Sergeants and Lieutenants) for the period Jan 1 thru June 30 and are maintained at the district/division level. At the conclusion of the reporting period, the semi-annual JPA is applied towards the annual JPA (covering an evaluation period of Jan through Dec) due to WSP's HRD by February 15 of every year.

Action Steps:
The agency continues to inform supervisors on the importance of completing performance expectations timely and to ensure the data is recorded accurately in the agency's evaluation tracking system. This ensures information is accurately reflected during the agency SAF (strategic advancement forum), and in the HR Management Report.

Target:
Completion of 100%.

Data as of: **June 2008**
Source: **Agency Tracked**

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures
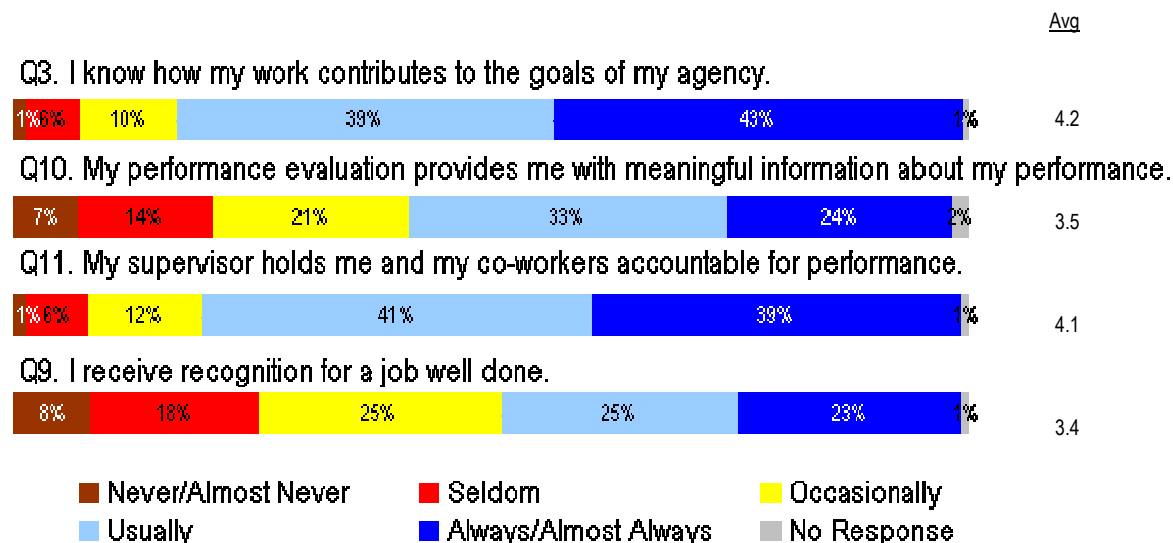
Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings

Agency Priority: **Low**

Avg

Q3. I know how my work contributes to the goals of my agency.

| 1% | 6% | 10% | 39% | 43% | 1% | 4.2

Q10. My performance evaluation provides me with meaningful information about my performance.

| 7% | 14% | 21% | 33% | 24% | 2% | 3.5

Q11. My supervisor holds me and my co-workers accountable for performance.

| 1% | 6% | 12% | 41% | 39% | 1% | 4.1

Q9. I receive recognition for a job well done.

| 8% | 18% | 25% | 25% | 23% | 1% | 3.4

- Never/Almost Never
- Seldom
- Occasionally
- Usually
- Always/Almost Always
- No Response

Overall average score for "Performance & Accountability" ratings: **3.8**

Analysis:
The overall average is slightly lower than the average reflected in the October 2007 report.

Action Steps:
The agency continues to provide supervisors with tools and an awareness of the importance in giving and receiving ongoing performance feedback with subordinates.

Data as of: **June 2008**
Source: **DOP**

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Reinforce Performance

Formal Disciplinary Actions

Agency Priority: **Medium**

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	9
Demotions	2
Suspensions	32
Reduction in Pay	15
Total Disciplinary Actions*	**58**

Issues Leading to Disciplinary Action

- **Unacceptable Conduct**
- **Neglect of Duty**
- **Unsatisfactory Performance**
- **Rules of conduct: Employees required to obey rules of conduct**
- **Code of Ethics - Officers**
- **Discrimination/Harassment/Sexual Harassment**

Analysis:

Data reflects disciplinary actions taken on general service and commissioned personnel.

Outcome of disciplinary actions sometimes results in employee settling prior to the completion of the investigation process.

Of the number of dismissals reported, one employee retired and six resulted in resignation of employment in lieu of termination.

Action Steps:

Agency continues to update the automated system for all disciplinary data reported for both general service and commissioned personnel.

Data Time Period: **July 2007** through **June 2008**
Source: **Agency Tracked, DOP**

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

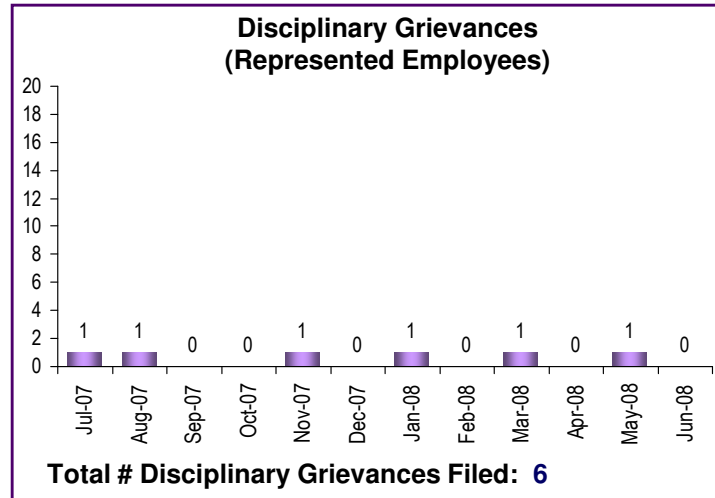Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals

Agency Priority: **Low**

Disciplinary Grievances (Represented Employees)

Month	Value
Jul-07	1
Aug-07	1
Sep-07	0
Oct-07	0
Nov-07	1
Dec-07	0
Jan-08	1
Feb-08	0
Mar-08	1
Apr-08	0
May-08	1
Jun-08	0

Total # Disciplinary Grievances Filed: 6

Agency Priority: **Low**

Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

0 Dismissal

0 Demotion

0 Suspension

0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

1 WFSE settled at pre-arbitration

New collision classification bargained and included in new commissioned Administrative Investigation Manual to settle one WSPTA grievance.

1 WSPTA employee grieved charges in new discipline which should have been incorporated in previous case, not elevated.

Disposition (Outcomes) of Disciplinary Appeals*
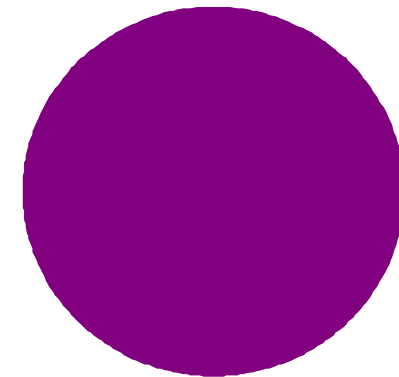
Outcomes issued by Personnel Resources Board = **N/A**

Data Time Period: **July 2007** through **June 2008**
Source: **Agency Tracked, DOP**

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ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions
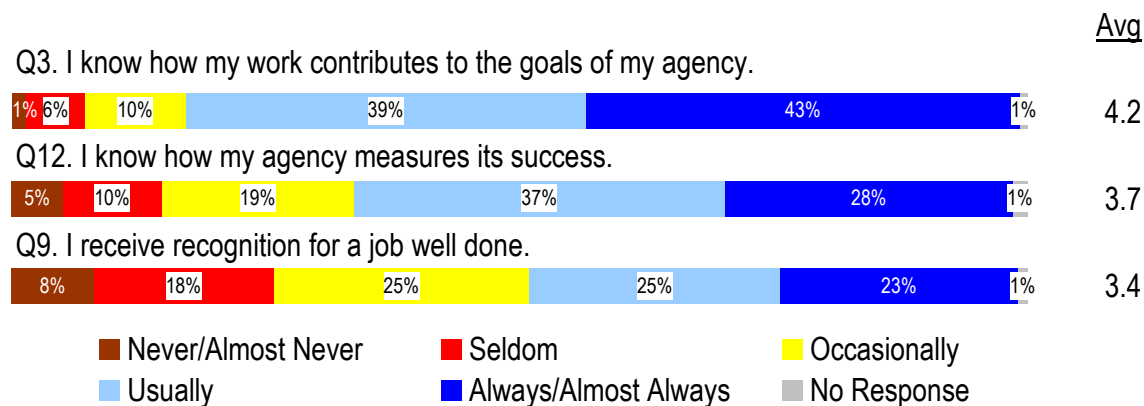
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Agency Priority: **Low**

Avg

Q3. I know how my work contributes to the goals of my agency.

| 1% | 6% | 10% | 39% | 43% | 1% | 4.2 |

Q12. I know how my agency measures its success.

| 5% | 10% | 19% | 37% | 28% | 1% | 3.7 |

Q9. I receive recognition for a job well done.

| 8% | 18% | 25% | 25% | 23% | 1% | 3.4 |

- ■ Never/Almost Never
- ■ Seldom
- ■ Occasionally
- ■ Usually
- ■ Always/Almost Always
- ■ No Response

| **Overall average score for "Employee Commitment" ratings:** | **3.8** |

Analysis:
The overall average is slightly lower than the average reflected in the October 2007 report.

Action Steps:
The agency continues to provide supervisors with tools and an awareness of the importance in giving and receiving ongoing performance feedback with subordinates.

Data as of: **June 2008**
Source: **DOP**

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

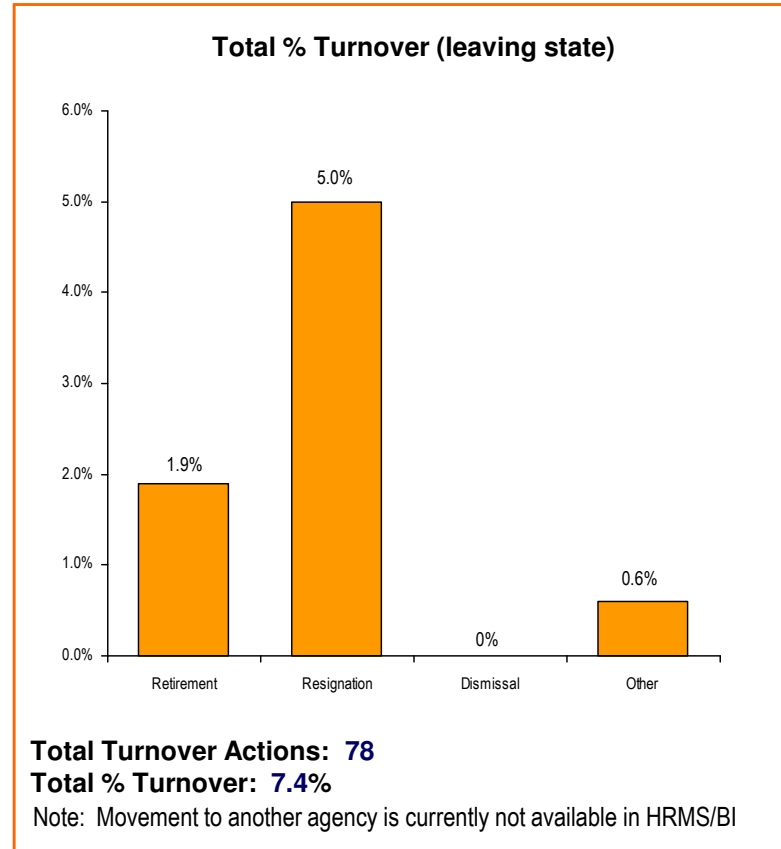**Turnover rates and types**

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates – Civil Service

Agency Priority: **Low**

Total % Turnover (leaving state)

- Retirement: 1.9%
- Resignation: 5.0%
- Dismissal: 0%
- Other: 0.6%

Total Turnover Actions: 78
Total % Turnover: 7.4%
Note: Movement to another agency is currently not available in HRMS/BI

Analysis:
There were 20 retirements, 52 resignations and 6 coded as "other" during this reporting period. Resignations of employment would include movement from the vicinity, resignation due to illness, exempt separation, and resignation for other reasons and retirement from state service.

Total turnover actions this period decreased from the number of turnover actions reported in October 2007.

Action Steps:
Continue to analyze causes under the category of "resignation" and "other" to determine if there is a common theme.

Continue to offer and conduct exit interviews to staff leaving due to retirements and resignations, to analyze and determine strategies and solutions that may be present.

Data Time Period: **07/2007** through **06/2008**
Source: **BI**

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Turnover Rates - Commissioned

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions
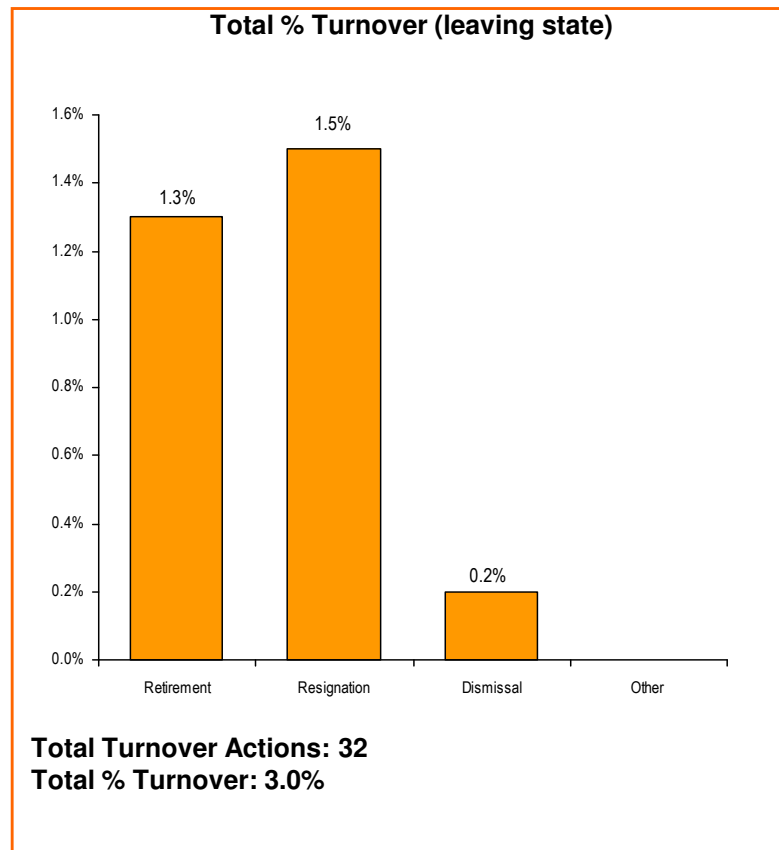
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Agency Priority: **Low**

Total % Turnover (leaving state)

Retirement	1.3%
Resignation	1.5%
Dismissal	0.2%
Other	

Total Turnover Actions: 32
Total % Turnover: 3.0%

Note: Movement to another agency is currently not available in HRMS/BW

Analysis:
 Commissioned turnover typically occurs within levels in the agency by way of transfer or promotion.

Action Steps:
 Continue to hire 54 new Trooper Cadets every nine months for Arming training.

 Run Arming classes and Trooper Basic classes every nine months to meet agency hiring needs for Troopers.

Data range: **July 2007** through **June 2008**
Source: **BW**

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Workforce Diversity Profile – Civil Service

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

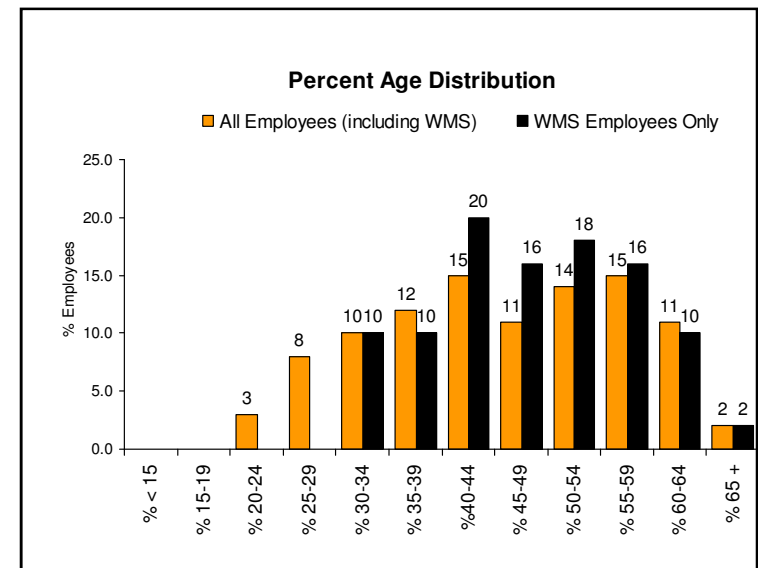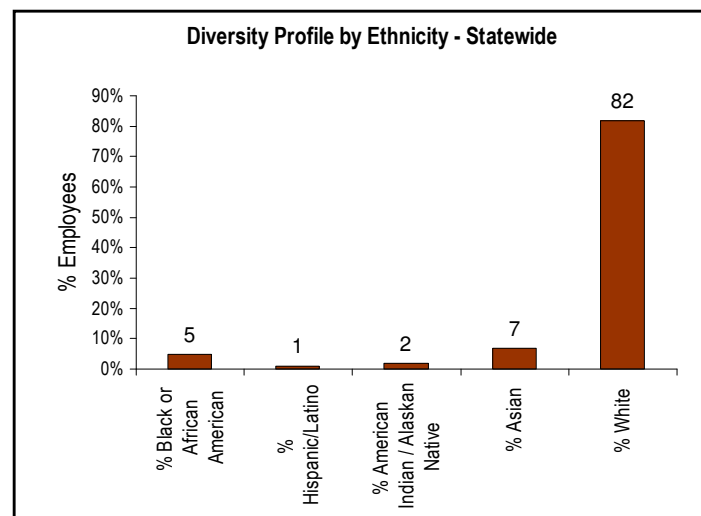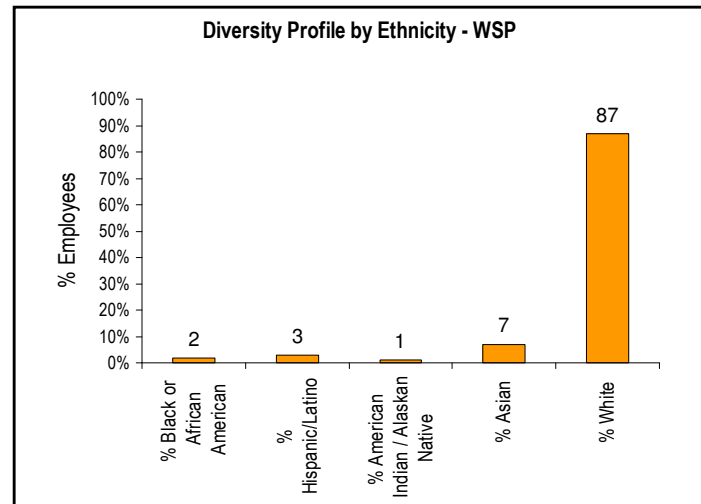Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Agency Priority: **High**

	WSP	State
Female	**54**%	53%
Persons w/Disabilities	**3**%	4%
Vietnam Era Veterans	**6**%	6%
Veterans w/Disabilities	**1**%	2%
People of color	**10**%	15%
Persons over 40	**67**%	75%

Diversity Profile by Ethnicity - WSP

Black or African American 2, Hispanic/Latino 3, American Indian/Alaskan Native 1, Asian 7, White 87

Percent Age Distribution

All Employees (including WMS) / WMS Employees Only

20-24: 3; 25-29: 8; 30-34: 10/10; 35-39: 12/10; 40-44: 15/20; 45-49: 11/16; 50-54: 14/18; 55-59: 15/16; 60-64: 11/10; 65+: 2/2

Diversity Profile by Ethnicity - Statewide

Black or African American 5, Hispanic/Latino 1, American Indian/Alaskan Native 2, Asian 7, White 82

Analysis:
The agency is underutilized in the category of Black/African American, and almost par in other categories indicated within statewide profile percentages.

Data as of: **June 2008**
Source: **BI**

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ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

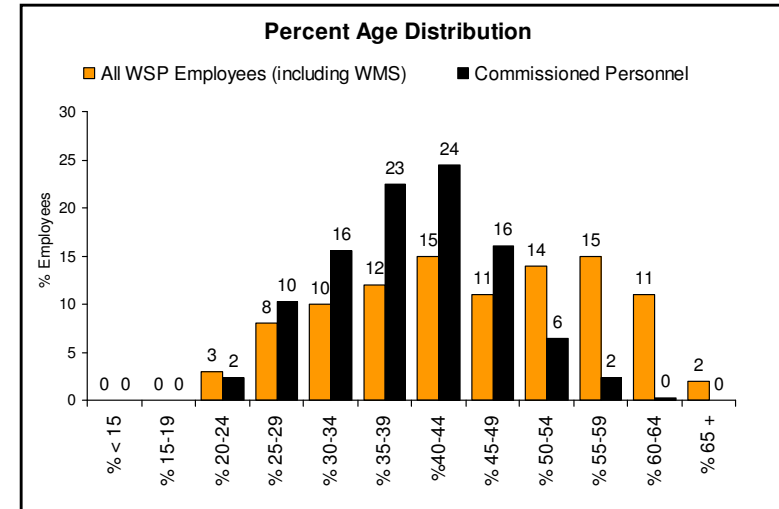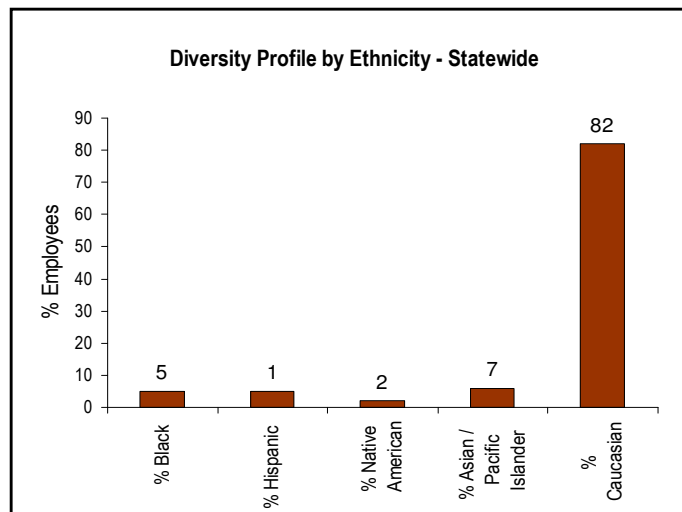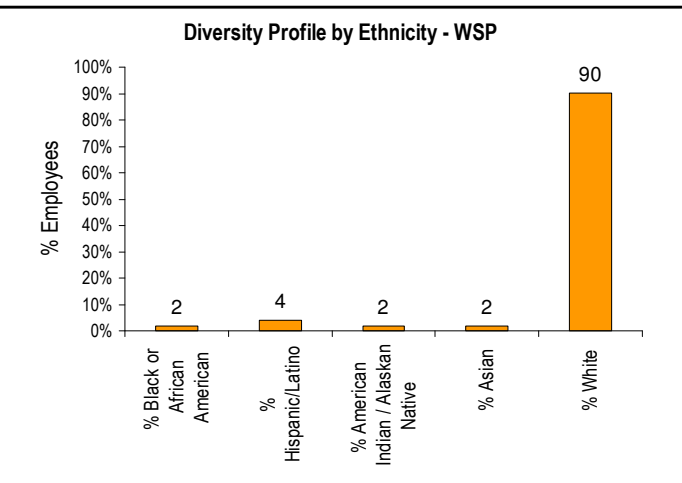Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Agency Priority: **High**

	WSP	**State**
Female	**8**%	**53**%
Disabled	**1**%	**4**%
Vietnam Vet	**1**%	**6**%
Disabled Vet	**1**%	**2**%
People of color	**7**%	**15**%
Persons over 40	**40**%	**75**%

Diversity Profile by Ethnicity - WSP

% Employees

% Black or African American: 2
% Hispanic/Latino: 4
% American Indian / Alaskan Native: 2
% Asian: 2
% White: 90

Diversity Profile by Ethnicity - Statewide

% Employees

% Black: 5
% Hispanic: 1
% Native American: 2
% Asian / Pacific Islander: 7
% Caucasian: 82

Percent Age Distribution

□ All WSP Employees (including WMS)   ■ Commissioned Personnel

Age	All WSP Employees	Commissioned Personnel
% < 15	0	0
% 15-19	0	0
% 20-24	3	2
% 25-29	8	10
% 30-34	10	16
% 35-39	12	23
% 40-44	15	24
% 45-49	11	16
% 50-54	14	6
% 55-59	15	2
% 60-64	11	0
% 65 +	2	0

Analysis:

In comparison to statewide agency workforce stats, underutilization in the WSP commission workforce is present in the categories of Black/African American, Asian/Pacific Islander, Female, Disabled, Vietnam Veteran and Disabled Veteran.

The agency will need to increase current strategies to reach a desired qualified and diverse applicant pool.

Action Steps:

Identify funds for marketing to attract trooper cadet candidates.

Develop stronger working relationships with the affected group community leaders and representatives by interacting at job fairs, community forums and events, and military bases.

Continue to develop other marketing strategies to attract a more diverse pool of candidates where underutilization is present.

Data as of: **June 2008**
Source: **BW/Agency Tracked**

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories
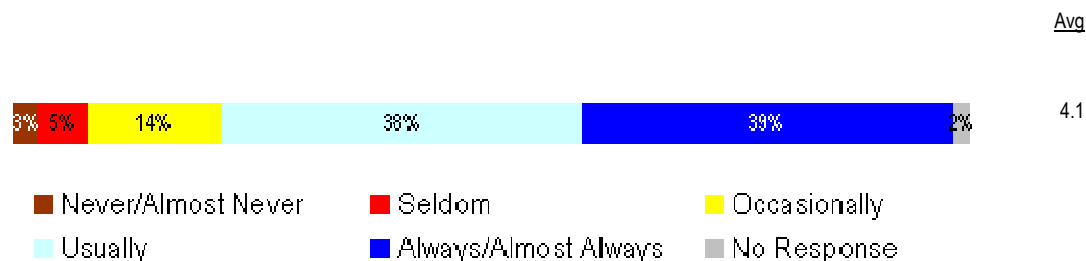
Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Agency Priority: **Low**

Employee Survey "Diversity" rating

Q13. My agency consistently demonstrates support for a diverse workforce.

Avg

| 8% | 5% | 14% | 38% | 39% | 2% | 4.1 |

- ■ Never/Almost Never
- ■ Seldom
- ■ Occasionally
- ▢ Usually
- ■ Always/Almost Always
- ▨ No Response

Average rating for "Agency support for a diverse workforce":   **4.1**

Analysis:
The overall statewide average reflects a rating of 3.8. The agency continues to support diversity in the workplace and to report its progress by way of SAF (strategic advancement forum), training, during meetings, etc.

Action Steps:
Provide supervisors and managers with an ongoing awareness and need to support diversity in the workplace. Provide continued training and information on diversity, agency affirmative action plan and policies in support of diversity.

Data as of: **June 2008**
Source: **DOP**